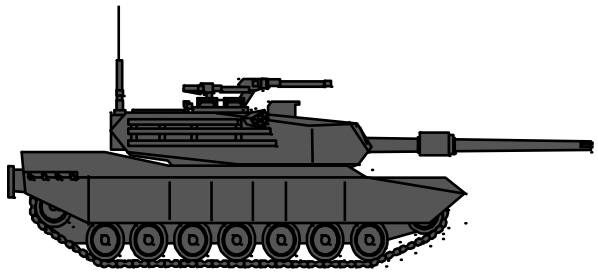
The Military Decision-Making Process

FM 101-5, Chap 5
31 May 1997



Purpose

To provide an overview of the Military Decision-Making Process per chapter 5, FM 101-5 (May 97)

- *Enabling Learning Objective*
- *Action: Provide overview of MDMP IAW its relevance to the OTC Training*
- *Condition: FM 101-5 Chapter 5*
- *Standard: Application during MICCC*

- *Administrative Information*
- *Safety: Fire, Hydration*
- *Risk: Low IV-E*
- *Classification: Unclassified*

Outline

- Decision Making
- TDMP
- MDMP
  - Steps 1 through 7

Battle Command: Art and Science

Battle Command:
The ability to see the future and place forces to assure victory

Command

Art

Commander's Business

Visualizing Future Status

Leading

Decision-Making

Control

Staff's Business Science

Computing Requirements

Monitoring Status

Applying Means to accomplish CDR's Intent

Problem-Solving Process

Step 1: Recognize & define problems

Step 2: Gather facts & assumptions

Step 3 : Develop possible solutions

Step 4: Analyze each solution

Step 5: Compare outcome of each solutio

Step 6: Select the best solution

The old way… TDMP

- ***Based upon CGSC ST 101-5***
- ***3 separate processes***
  - ***DDMP***
  - ***CDMP***
  - ***QDMP***
- ***Changed with publication of FM 101-5, May 97***

Deliberate Decisionmaking Process

- *Detailed planning- most thorough approach*
- *Staff has time to explore full range of FCOAs/ECOAs*
- *DDMP stops after COA is developed into a plan*

Combat Decisionmaking Process

- Rapid “close enough” solutions
- Reflects real-time events
- CDMP ongoing-designed to maintain initiative

Quick Decisionmaking Process

- Focused on the Commander
- Staff has no time or is facing crisis
- Foundation is the DDMP, however most planning is centralized with Cdr

MDMP

Model

1. **Receipt of Mission**
2. **Mission Analysis**
3. **COA Development**
4. **COA Analysis**
5. **COA Comparison**
6. **COA Approval**
7. **Orders Production**

MDMP BLUF…

- **FM 101-5 (MAY 97) is the doctrinal source.**
- **The MDMP is a single, established, and proven analytical technique.**
- **The commander must follow the one-third/two-thirds planning rule.**
- **MDMP helps the commander and staff examine a battlefield situation and reach logical decisions.**

MDMP BLUF…

- **The commander can decide to use the complete or abbreviated version.**
- **Staffs should become experts thru training on the complete version.**
- **Incomplete execution of the MDMP is a recurring deficiency at the CTCs.**

Intelligence in the MDMP...

- **MDMP is based on continuous IPB, especially initial IPB during mission analysis.**
- **The commander drives intelligence; IPB is an integrated staff function driven by the commander.**
- **S-2s must train their sections to conduct IPB so they can coordinate closely with other staff and BOS representatives.**

Intelligence in the MDMP

S-2s must:

- **Understand all the BOS and how to integrate intelligence during planning, especially within the targeting process IAW FM 6-20-10.**
- **"Push" the staff to develop a robust and integrated R&S plan.**
- **"Push" the staff to integrate intel into the planning process.**

MDMP Characteristics

*** Flexible**

*** Continuous**

*** Comprehensive**

*** Focused on the future**

Either Complete or Abbreviated Proc

Complete MDMP

ADVANTAGES...

- Multiple ECOAs/FCOAs
- Synchronization
- Coordination
- Results in OPORD or OPLAN

Complete MDMP

DISADVANTAGES...

- *TIME CONSUMING!!*

Military Decision-Making Process

Mission Receipt Details

- **Mission comes from higher headquarters or is *derived* from an ongoing mission**
- **XO issues a WARNORD to the staff**
- **The staff immediately prepares for mission analysis (SOP preparation)**
- **Commander and staff do a quick initial assessment with emphasis on an initial allocation of available time.**
- **Commander issues initial guidance; G3/S3 issues WARNORD to subordinate units**

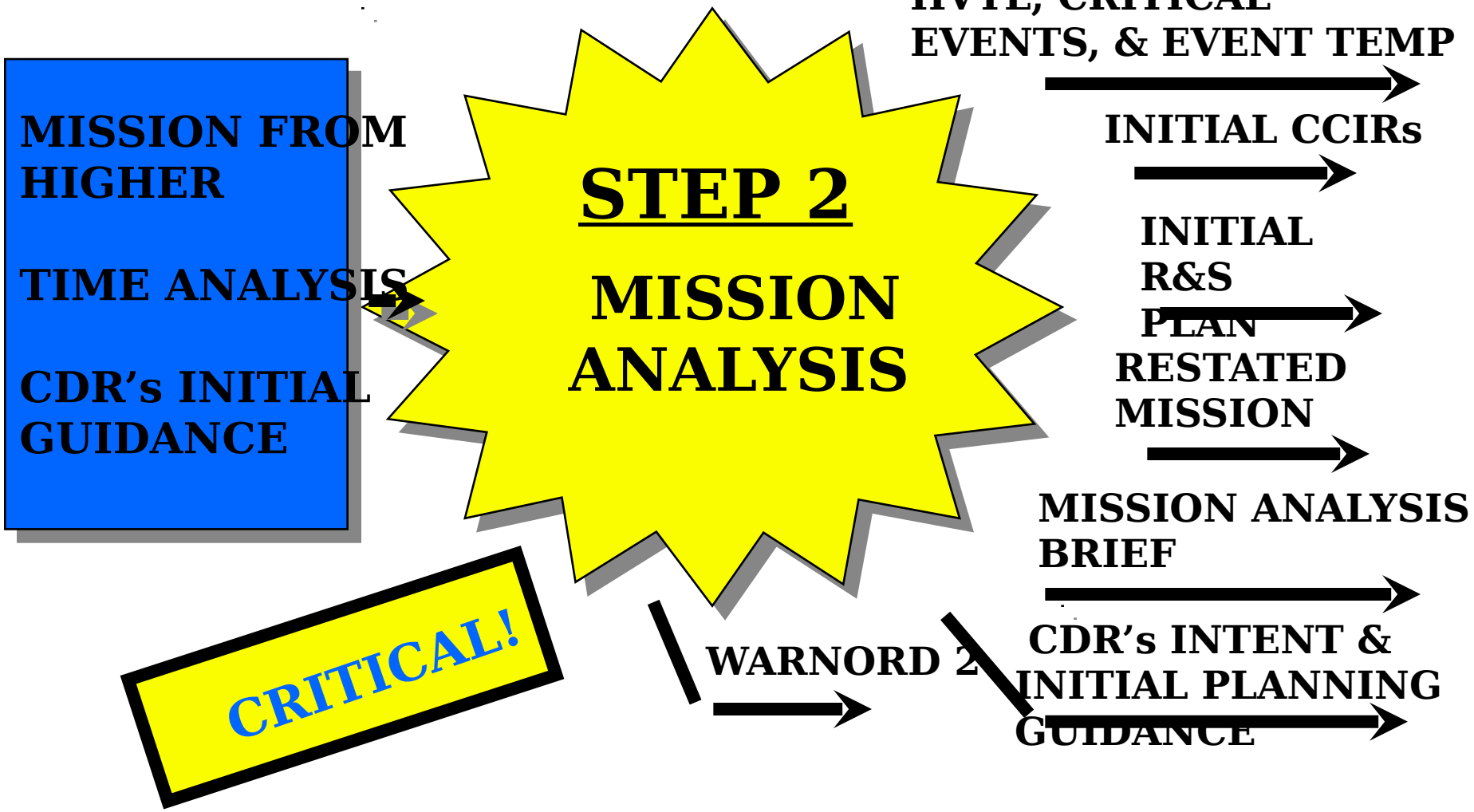
Mission Receipt Intelligence Tasks

- **Collaborate With Higher! IPB, etc.**
  - **Parallel planning critical to success**
- **Look for intelligence gaps (higher ISM)**
- **Proactive Weather, MCOO, Light, Terrain Products (standard products)**
- **Focus on Time Management**

Mission Receipt Lesson's Learned

- **Parallel planning**
- **Warning orders!**
- **SOPs**
- **Initial allocation of time**

Military Decision-Making Process



Mission Analysis Details…

- **Analyze the higher HQ order.**
- **Conduct Initial IPB**
- **Determine specified, implied, and essential tasks**
- **Review available assets**
- **Determine Constraints**
- **ID critical facts and assumptions**
- **Conduct risk assessment**
- **Determine initial CCIR**

Mission Analysis Details

- Determine initial reconnaissance (S2)
- Plan use of available time(XO)
- Write the restated mission (S3)
- Conduct a Mission Analysis Briefing (staff)
- Approve restated mission (CDR)
- Develop initial Cdr's Intent (S3)
- Issue Cdr's guidance(CDR)
- Issue warning order (S3)

Msn Analysis Intelligence Tasks

- Determine AI
- Help ID Initial PIR
  - Who helps?
- Initial EEFI/OPSEC req's w/S-3
- MCOO--OCOKA (Refined)
- Assumptions--ECOA, EBOS Activities, Enemy intent

Msn Analysis Intelligence Tasks...

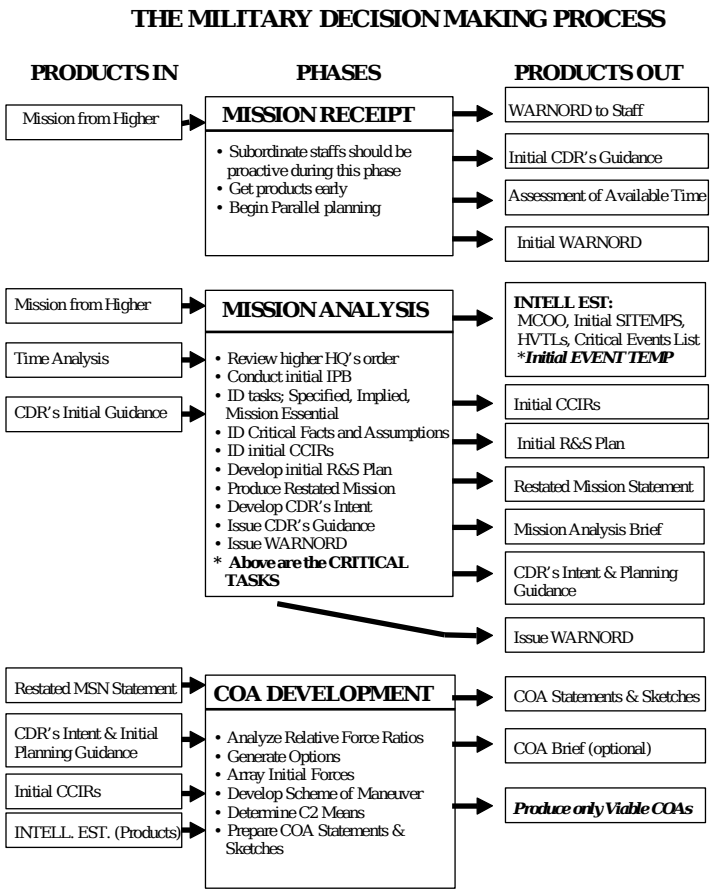
- **Initial SITEMPs**
- **Initial Event template & Matrix**
- **ID Center of gravity?? (how many?)**
- **HVTs**
- **G2/S2 portion of the Msn Analysis Brief**
- **Initial R&S plan**
- **Intel Annex**

Msn Analysis Intelligence Tasks

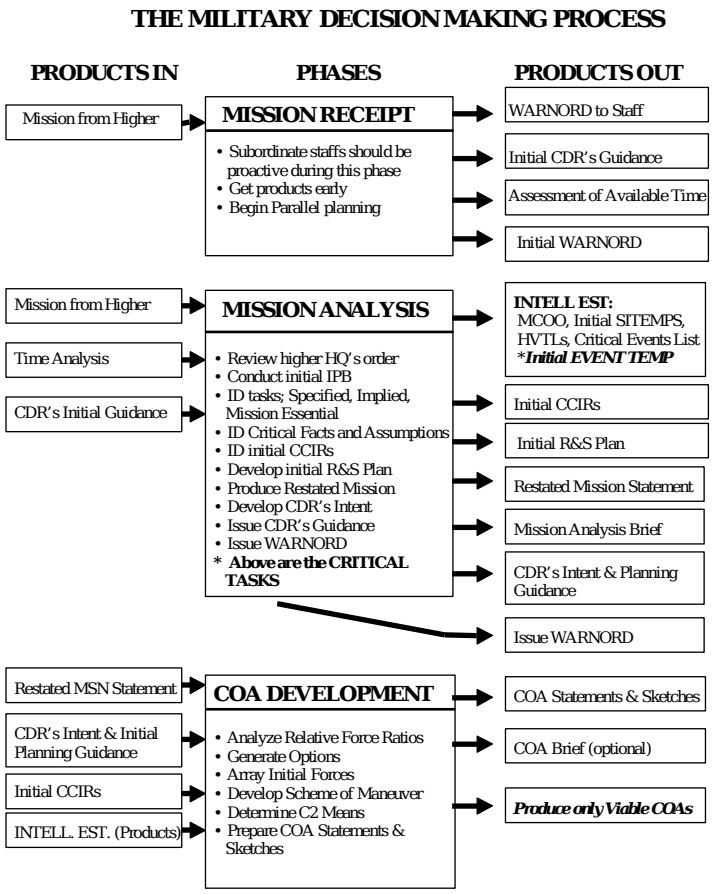
- RFIs to higher based on gaps
- Develop as many ECOAs as possible
- Implement highers Coll Plan
- Use higher's ISM to identify wich collectors can help you

Msn Analysis Lesson's Learned

- Time management!
- Staff take notes!
- Cdr- sketch initial concept of the op
- Staff needs to back-brief the boss; make sure of intent



- **What intelligence products are developed during Mission Analysis?**



Military Decision-Making Process

COA Development Details

- Analyze relative combat power
- Generate options (FCOA for each ECOA)
- Array Initial forces
- Develop the Scheme of Maneuver
- Assign headquarters
- Prepare COA statements and sketches

COA Development Intel Tasks

- Refined SITEMPS
- Refined Event templates
- Initial EWTL
- Ensure S-3 uses IPB facts, assumptions, and products during FCOA development
- Key on threat vulnerabilities
- Determine threat COFM
- Think/support deception

COA Dev. Lesson's Learned

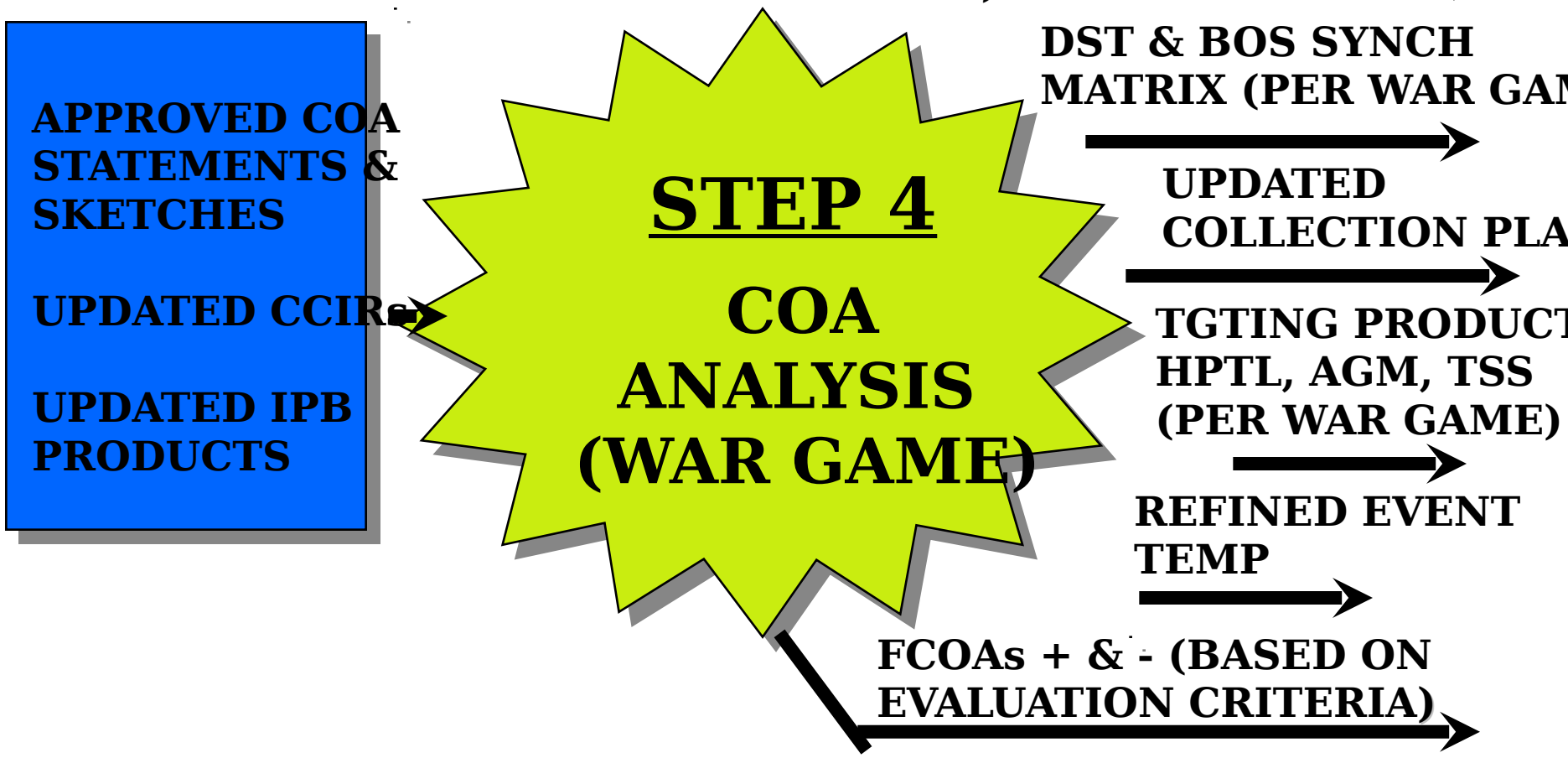
- **Incomplete COAs**

A Complete Course of Action includes:
-Who: Generic Task Org
-What: Type of Action
-When: Time
-Where: Location of Sector or Zone
-How: Method
-Why: Commander's Intent

MUST MEET FEASIBILITY, ACCEPTABILITY, SUITABILITY, DISTINGUISHIBILITY, AND COMPLETENESS TEST

What Intelligence Products ar developed during COA Development?

Military Decision-Making Process



COA Analysis (Wargame) Details

- Gather the tools
- List all friendly forces
- List known assumptions
- List known critical events and DPs (include HVTL)
- Determine evaluation criteria
- Select wargame method
- Select a method to record and display the results
- Wargame the battle and assess the results

COA Analysis (Wargame) Details

- **First time doctrine truly integrates and synchronizes IPB, Collection Management & the Targeting Process in the development of the Wargaming Process.**

- **Recording Tools:**
  - **BOS Sync Matrix**
  - **Decision Support Template**
  - **Intelligence Sync Matrix**
  - **Targeting Sync Matrix**
  - **Slant Chart**
  - **Decision Matrix Work Sheet**

COA Analysis (Wargame) Results

- BOS Sync Matrix
  - ID tasks of each level
  - Estimated duration of each critical event and entire Operation
  - ID requirements for CS & CSS support
  - Develop synchronized plans/graphics for each BOS
  - Movement times and tables

COA Analysis (Wargame) Results

- BOS Sync Matrix / DST
  - Refined COAs (branches and sequels
  - Location/time of Decisive Point
  - ID loc and commitment of reserve
  - Determine timing for force concentration and initiation of atk or cntr atk
  - ID additional hazards and develop cntrl measures to reduce risk; determine residual risk
  - Refined enemy event template

COA Analysis (Wargame) Results

- **Collection Management / ISM**
  - **Finalize CCIR and IR w/LTIOV**
  - **Develop collection/dissemination plan and finalized R&S Annex**
  - **ID/confirm Decision Pts, NAIs, TAIs, and info needed to support decision pts**
- **Targeting Process / TSM**
  - **Integrating the targeting process, including the ID and confirming of HPTs and determine attack guidance**
  - **Synchronized smoke operations**

COA Analysis (Wargame) Results

- Slant Chart
  - Projected %enemy forces defeated for each critical event
  - Projected % friendly losses
- Decision Matrix Work Sheet
  - ID strengths/weaknesses of each COA

COA Analysis (Wargame) Results

- Additional Results
  - ID critical events
  - ID most dangerous ECOA
  - ID key/decisive terrain and how to use it
  - Determine req's for deception and surprise
  - ID likely enemy use
  - Refine C2 req's
  - ID loc of Cdr and CP
  - Refined Task org

COA Analysis Intel Tasks

- **PIR W/LTIOV**
- **The Collection Plan!**
- **Determine/confirm threat C.O.G.**
- **Final SITEMPs, EWTLs**
- **Wear both red and blue hats during wargaming:**
  - ***ID DPs, project losses, actions/reactions***
  - ***ID/confirm NAIs, TAIs***
- **Ensure HPTs, AGM, TSS apply to ECOA**
- **Ensure collection capabilities!**

COA Analysis Lesson's Learned

- Follow the Rules of Wargaming
- Remain Unbiased
- Entire Staff Needs to Participate
- S3 and S2 must come to the wargame with a good understanding of the entire fight
- S3/S2 huddle prior to wargame reduces time needed

- **What Intelligence products are developed during COA Analysis?**

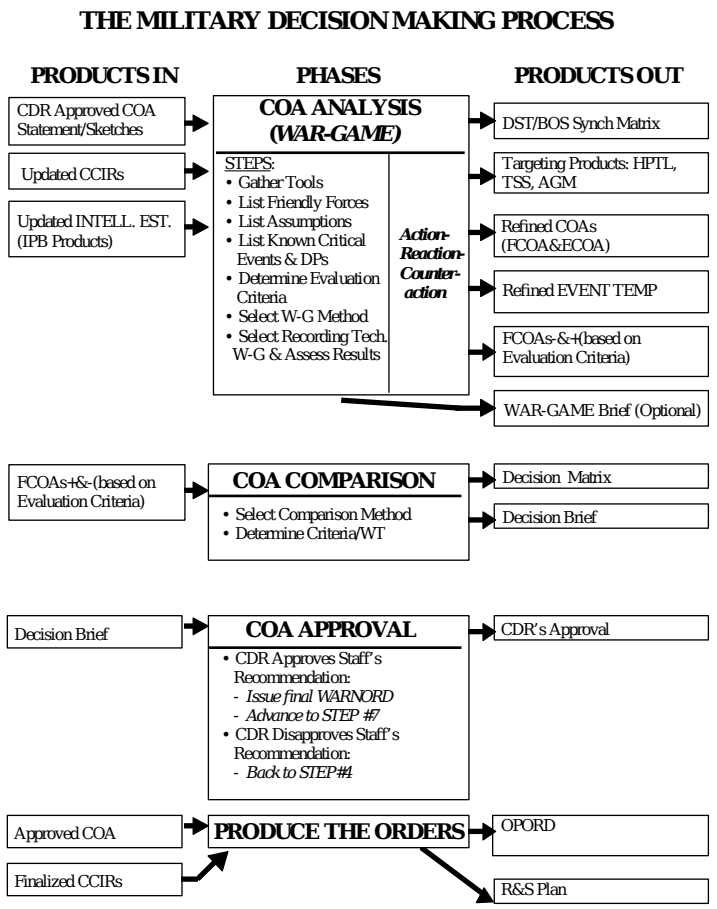
Military Decision-Making Process

COA Comparison Intel Task

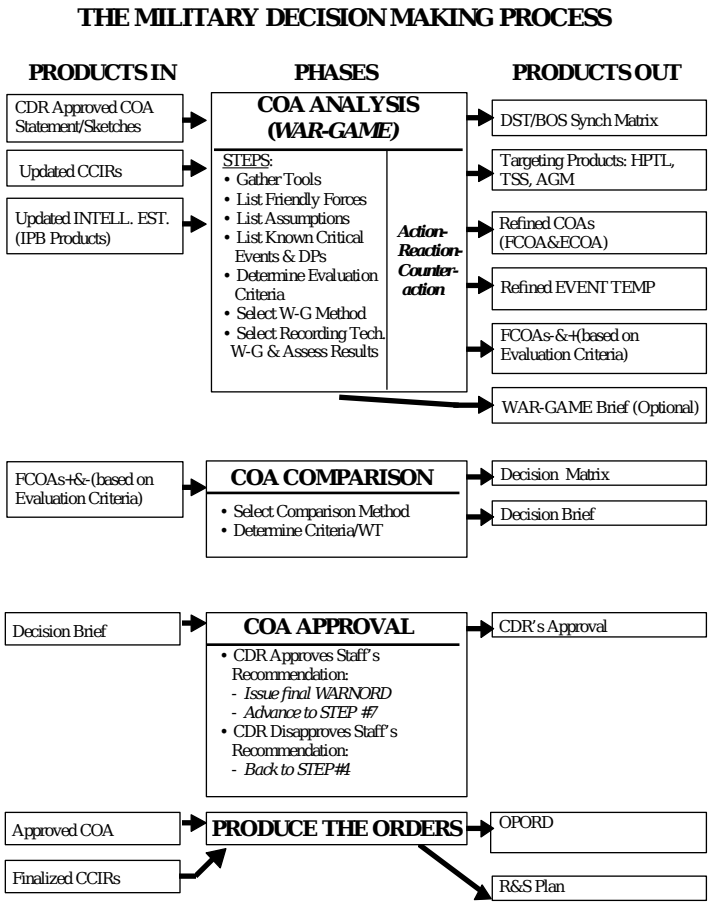
- Final Intel Estimate
- Intel input to DECMAT
- Intel Decmat for app 1 to annex B

COA Comparison Lesson's Learned

- Use Decmat That Uses CDR's Intent, Guidance, Critical Events, Etc., As Criteria
- Quantify Criteria
- Entire Staff Needs to Participate



- **What Intelligence products are developed during COA Comparison?**



Military Decision-Making Process

DECISION BRIEF

STEP 6

COA APPROVAL

CDR APPROVES STAFF RECOMMENDATION

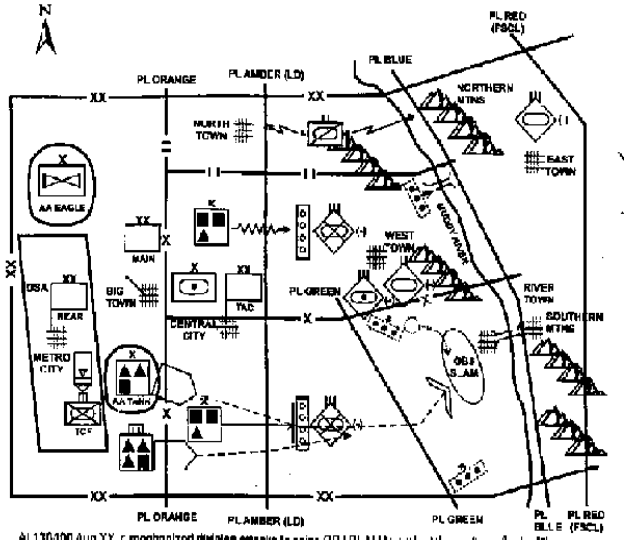
ISSUE WARNORD
ADVANCE TO STEP #7

CDR DISAPPROVES OR MODIFIES STAFF RECOMMENDATION

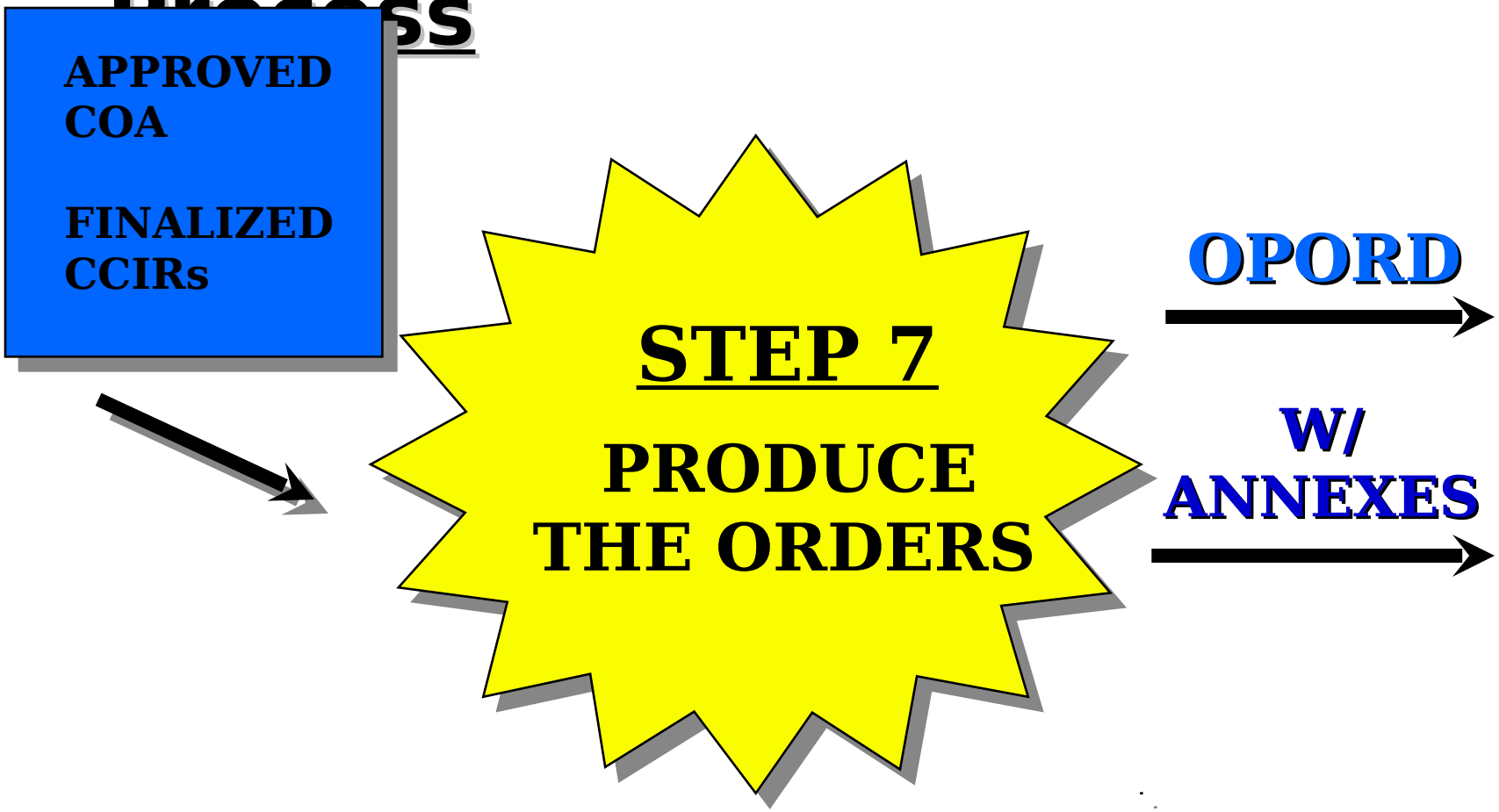
BACK TO STEP # 4

COA APPROVAL INTELLIGENCE TASKS

- IPB Continues
- Collection Management Continues
- Targeting Process Continues
- Target meetings start

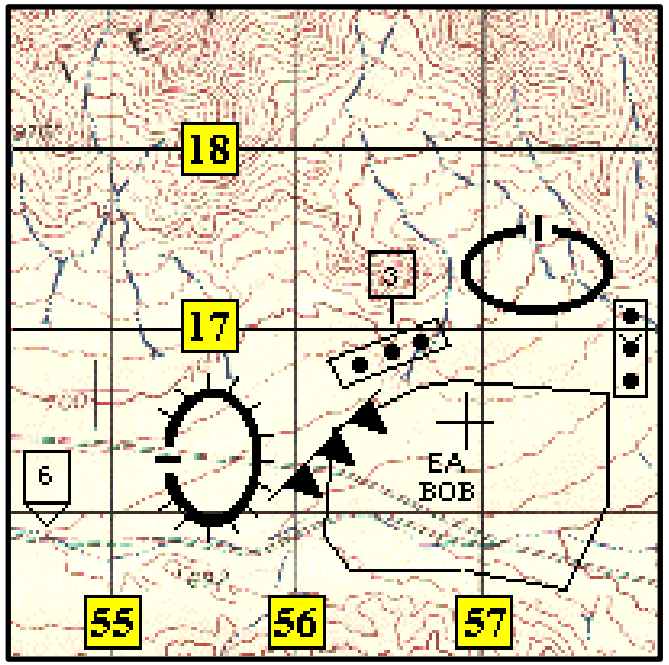


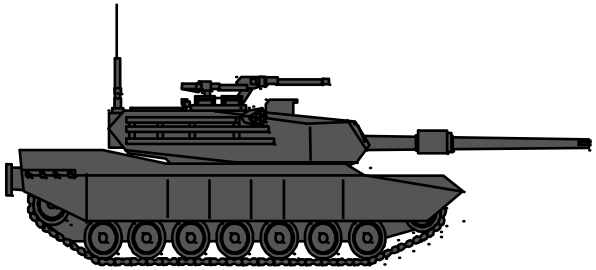
Military Decision-Making Process



STEP 7 INTELLIGENCE TASKS

- ANNEX B
- ANNEX B APP 1
- ANNEX L (R&S)
- ANNEX P (C2W)
- ANNEX S (DECEPTION)
- ANNEX T (EW)





EXECUTE

THEN GET READY

TO

ADJUST FIRE!!

FM 101-5…

- *Revolutionizes Wargaming by Synchronizing IPB, Collection Management & Targeting*
- *MDMP Works Best with "Integrated" Staff!*
- *IPB is the Foundation!!!!*
- *R&S is Everyone's Business!*

QUESTIONS?